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29 August 1966

MEMORANDUM FOR: Mr. R. Jack Smith

Deputy Director for Intelligence

SUBJECT

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: Participants in the McNamara Project

1. Per your request I have compiled a list of persons known to me
whose contributions to the McNamara Project deserve special mention.
The report sent to the Secretary of Defense was very much a team effort.
As you know, inputs were made by ORR, OCI, and the DDI Research
Staff. I went through all of them personally and then chaired a series of
coordination meetings on the annexes in order to turn the various
individual contributions into compensat and complementary parts of a
single whole. These coordination sessions were attended by 25)
Mr. Robert Layton of ONE
and Major of SAVA. The graphics were produced
primarily by ORR under the direction of The typing 25)
of the continuous draft was erganised by of OCI and 25)
the production of the final paper was supervised, very ably, by
I myself kept a general
eye over the total effort and drafted the Summary. The persons whom I
mention below were also obviously drawing on the work of others. They
should be contacted for the names of their own colleagues who made useful
contributions.
annount of the CBD denut
a. supervised the ORR input 25)
which constitutes Annexes I, IV and V. Annex II is a meld of an ORR input
and an OCI input which we combined into a single paper. The quality of
the ORR contribution speaks for itself and needs no further praise from
me. made a great contribution to the coordination sessions
and deserves personally a great deal of credit for the final paper.

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	production of the OCI inputs which appear as Annexes in, production of the OCI inputs which appear as Annexes in, and a preak and that of his colleagues also speaks and XI. The quality of his work and that of his colleagues also speaks and XI. The quality of his work and that of his colleagues also speaks	
	and XI. The quality of his washington to the coordination sessions	
	for itself. He too made a great committee the final product.	
	c. Mir. Robert Layren in the coordination sessions and	
	WI and VII. did yeoman work and adda lob man. I as	
	filled in generally as a pinch hitter, preofreader and odd sesistance. paper could never have been produced on time without his assistance.	
	The second of th	
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	and wrote Assex XII, with some assistance from his colleagues. This historical study of Communist negotiation practices is a first-class piece historical study of Communist negotiation practices is a first-class piece historical study of Communist negotiation practices is a first-class piece historical study of Communist negotiation practices.	
	historical study of Communist megotiation value. It reflects the intelligence	
	historical study of Communist negotiation practices is a first the intelligence of work in its own right, and one of great value. It reflects the intelligence does.	25X1
	e. Mr. Samuel Monte VI and VII. His comments on viet	
	e. Mr. Samuel Adams of OCI did the initial distance on Viet appears in the final paper as Annexes VI and VII. His comments on Viet appears in the final paper as Annexes VI and VII. His comments on Viet appears in the final paper as Annexes VI and VII. His comments on Viet	•
	Cong morale reflect the many months of work he has put the Contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon. His contributions are this topic both in Washington and then in Saigon.	
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25X1	ef SAVA helped me go through the	25X1
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	initial draft and ably discharged a variety of essential chores. assistance also contributed significantly to our ability to get the paper out	
	Assistance also commission	
25X1	of ONE read the draft contributions and	
	h. arranged for the typing of the complete draft. Had it not been for his sterling performance and that of his associations. The sterling performance are the typing of the complete draft. Had it not been for his sterling performance and that of his association draft.	rte
25X1	arranged for the typing that of his associa	tos.
	and the net been for his sterling performance and impossible	
	in this mammoth physical task it would have been absolutely in this mammoth physical task it would have been absolutely in this mammoth physical task it would have been absolutely in this context you should be aware that the draft to meet our deadline. In this context you should be aware that the draft to meet our deadline.	7
	was put on magnetic tapes employing the Selectric type with the rather new process which thoroughly vindicated itself when put to this rather new process which thoroughly vindicated itself when put to this rather new process our deadline would not have been many process.	et.
	new process which thoroughly vindicated itself when put to this new process which thoroughly vindicated itself when put to this new process our deadline would not have been me formidable test. Without this process our deadline would not have been me formidable test.	
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25X1	i. supervised		
20/1	the actual production of the final paper, designing the cover, the layout, and attending to the many details involved in this exercise. The		
	aesthetic and design quality of the final report is the best witness to their professional skill and the value of their contribution.		
25X1	j. MORR, with his colleagues, handled the production of the graphics. He did the layout and initial design, bore most patiently the quirks and personal design whims of the editorial board and as any reader of the final document can see produced a very handsoms set of graphics which contribute markedly to the quality of the final product.		
25X1	k. et the Cartography Division of OBI not only deserves commendation for his help with the maps but merits particular praise for catching a major error which had escaped everyone clasts eye. Thanks to his attention we aveided putting out a product that was flawed.		
	1. Mr. Richard Lehman, Deputy Director of OCI, provided the typing support without which the Summary could never have been finished on time, very ably chaired the lengthy coordination session on the Summary, and was in every way an invaluable source of support and assistance.		
	2. The persons mentioned above are those of whose contributions I have direct knowledge. Each one deserves both praise and thanks. So too, of course, do their associates, sellengues and subordinates who also		

centributed but whose names I do not know.

George A. Carver, Jr. Acting Special Assistant for Vietnamese Affairs

